"Learning, Sharing, Owning"

Steven Mueller, CRSP
WPAC Safety Summit – June 11, 2019  Prince George
WHO IS PINNACLE RENEWABLE ENERGY?

Leading Producer and Global Supplier of Bioenergy Products in a Rapidly Growing Global Market

Strategically located production facilities

1. Houston
2. Burns Lake
3. Meadowbank
4. Williams Lake
5. Lavington
6. Armstrong
7. Entwistle
8. Smithers
9. Aliceville

1. Houston, Lavington, Aliceville and Smithers facilities are partially owned.
2. Pinnacle is not the owner of Fibreco or Mobile.
Mission
Safely produce quality, renewable energy while returning the greatest value to stakeholders

EVERY DAY, EVERY TIME, EVERY WHERE
HOW DO YOU BUILD OR CHANGE A SAFETY CULTURE?
PINNACLE’S OWNING SAFETY CULTURE IS OUR STRATEGY

CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER
The DuPont Bradley Curve shows how the growth of team safety culture leads to lower injury rates.

Where do you think your team is right now?
Are you moving in the right direction?
What are your areas of weakness?
What can you do better?
Main targets (i.e. outcomes) of Owning Safety

- Zero Fires
- Zero Incidents
- 100% Employee Engagement
How do you get to where you want to go?
Since OWNING SAFETY was introduced there has been a dramatic change in the way we engage our employees in safety. A big part of that engagement has been the use of DATS to help us report, document, respond, and track conversations & opportunities.

- **Employee engagement is the cornerstone.** In 2018, over 6,500 Owning Safety reports; safety suggestions; Peer Observations & safety conversations took place!

- Since late 2015, **over 24,000** employee reports submitted!

- Every one is responded to by management with an action.
In 2017, we launched a new way to engage with our employees (no managers or supervisors allowed!).

We called it Safety Champions Academy – it was to be an innovative approach to building and reinforcing our safety culture from the ground up.

We recruited on-the-floor safety leaders from each of our plants and brought them to Prince George for three 2-day modules of targeted safety training.

Close to 60 Champions will graduate by end of 2019!
OWNING SAFETY CHAMPION OBJECTIVES

Program objectives:

- Reinforce & enhance our *Owning Safety* culture;

- Engage and empower employees to lead *Owning Safety* initiatives and organizational safety culture change;

- Provide exceptional safety, communication, and leadership training / mentoring to participants;

- Build resources for *Owning Safety* excellence;

- Utilize on-the-floor team knowledge more formally to drive improvement culture; and

- Develop safety-minded operational leaders for the next phase of Pinnacle’s future

Safety Champions:
Leaders endorsed by their peers & plant management
We identified four main focus areas for the Safety Champion Academy training:

1. Personal development & leadership skills;
2. Communication skills - giving and receiving safety feedback; emphasizing the positives;
3. Understanding risk & risk tolerance;
4. Honing incident investigation skills
QUENTIN CURRIE: PINNACLE TEAMMATE, FRIEND, SAFETY CHAMPION

(September 29, 1995 – December 3, 2018)
“If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.”

NELSON MANDELA
(1918 - 2013)
Get Craig Sexton’s 2016 VISC presentation at:
https://youtu.be/HhF_v-uADSc
Get Tiffany Simard’s 2018 Kamloops ISC presentation at:
https://youtu.be/2DJywhLLCr8
Knowing others is intelligence; Knowing yourself is true wisdom.”

Lao Tzu
WHAT IS DiSC?

• DiSC is a personal assessment tool used to improve communication, teamwork, and work productivity.

• DiSC (Dominance, Influence, Steadiness, Compliance)
DiSC: PEOPLE ARE PREDICTABLY DIFFERENT
DISC IN ACTION?

• You’ve all heard of ...  

• Let’s look at this through the DiSC lens.
DiSC IN ACTION?

Ready, FIRE, FIRE, FIRE!!
DiSC IN ACTION?

Ready, FIRE, FIRE, FIRE!  Ready, “Hey Watch This!”
DISC IN ACTION?

Ready, FIRE, FIRE, FIRE! Ready, “Hey Watch This!

Ready, Ready, Ready..
**DiSC IN ACTION?**

Ready, FIRE, FIRE, FIRE! Ready, “Hey Watch This!

Ready, Aim, Aim, Aim... Ready, Ready, Ready...
DR. ROBERT ROHM’S TAKE ON DiSC

Time Tips

Robert A. Rohm, Ph.D.
What does this look like in reality at your company?

In 2012, Diane founded Elephant Conversations in order to share her EASY SYSTEM for tackling difficult conversations. Today, Diane is proud to be sharing her signature system with hundreds of people and organizations through webinars, speaking events, and free training at [www.ElephantConversations.com](http://www.ElephantConversations.com)
“Safety 24/7 clearly defines the commitment needed to improve the safety culture and drive to an incident-free work environment.”

“Train your team to observe at-risk behaviours and have conversations to employer team mates to make changes.”

“Elevate team members who support the new culture and eliminate those who tolerate at-risk behaviour, even top producers.”

Short, easy read: available at amazon.ca ($$$) or from safety247.org ($).
RISK TOLERANCE & “TAKE TWO”

Dave Fennell Safety Inc.

Dave Fennell is Safety!


WELCOME TO DAVE FENNELL SAFETY

Dave Fennell, CRSP, BSc, CET, Director - 403-651-5485
RISK TOLERANCE & “TAKE TWO”

Strategies for Understanding and Addressing
Risk Tolerance

BC Interior Safety Conference
Vernon
May 7th 2016

Dave Fennell
Director, Dave Fennell Safety Inc.

Get Dave Fennell’s 2016 ISC presentation at:
https://youtu.be/NdUGIGBFFWg
RISK TOLERANCE & “TAKE TWO”

Workplace Exposure

IDENTIFY the hazard
“Do I see it?”

PERCEIVE the risk
“Do I understand it?”

the hazard is not recognized

the hazard is not understood

the risk is not tolerated

the risk is accepted

at risk behavior

safe behavior

RISK PERCEPTION + TOLERANCE MODEL

Credit: Dave Fennell with Imperial and ExxonMobil
RISK TOLERANCE & “TAKE TWO”

• Biggest takeaway from Dave has been “Take 2”

**TAKE TWO - 2 Steps Back & 2 Minutes**
- What could go wrong? What has changed?
- What could happen if it does go wrong?

**Review the Task Steps & Demands**
- Am I trained & competent to do this task?
- Do I need help to do the task safely?

**I Will Not Proceed Until I Can Do It Safely**
- Am I fit to do the task right now?
- Do I have the right tools & PPE?
INVESTIGATION TRAINING

• Safety Champions help conduct investigations

“Investigations required under WorkSafeBC legislation must be carried out by persons knowledgeable about the type of work involved... with the participation of the employer.. and a worker representative.”
Do you accept the challenge?
Safety Champion Initiatives:

- *Home Hazard Assessment Challenge*
- *Courage 2 Care Challenge*
- *All-In Safety Days*
- Lead crew safety talks
- Lead JHSC meetings
- Incident investigations
Safety Champion Feedback from team mate:

“Doug Oldfield owns safety every day at work. He takes safety very seriously and takes pride in not only being safe but also looks out for the safety of others. Doug is the most proactive person when he sees a hazard. He sees it and addresses it.

I'm am fortunate to work with Doug and appreciate his efforts greatly.”
HOW COULD YOU MAKE SAFETY CHAMPIONS WORK FOR YOU?

CFO asks CEO: "What happens if we invest in developing our people and then they leave us?"

CEO: "What happens if we don't, and they stay?"
Thank you! For help/encouragement in implementing your own Safety Champion Academy initiative, reach out to Steve Mueller at 778.349.6658 or by email at steven.mueller@pinnaclepellet.com